



DEPARTMENT OF THE ARMY
HEADQUARTERS EASTERN REGION
UNITED STATES ARMY CADET COMMAND
BUILDING 1468, 328 THIRD AVENUE
FORT KNOX, KY 40121-5117

REPLY TO
ATTENTION OF:

ATOE-ZI

6 September 2005

MEMORANDUM OF INSTRUCTION

SUBJECT: Eastern Region, US Army Cadet Command, Organizational Inspection Program

1. **References:**

- a. Army Regulation 1-201, Army Inspection Policy, 12 Jan 04.
- b. Army Regulation 20-1, Inspector General Activities and Procedures, 29 Mar 02.
- c. Army Regulation 145-1, Senior Reserve Officers' Training Corps Program: Organization, Administration, and Training, 22 Jul 96.
- d. Army Regulation 145-2, Junior Reserve Officers' Training Corps Organization, Administration, Operation, and Support, 24 Feb 00.
- e. Cadet Command Regulation 145-8, Reserve Officers' Training Corps Organizational Inspection Program, 12 Feb 04.
- f. Cadet Command Regulation 145-8-1, Checklists: Command Inspection of Region Headquarters, 29 Jul 05.
- g. Cadet Command Regulation 145-8-2, Checklists: Inspection of Senior ROTC Battalions, 29 Jul 05.
- h. Cadet Command Regulation 145-8-3, Checklists: Inspection of Junior ROTC Battalions, 1 Aug 05.
- i. CC Regulation 145-8-4, Checklists for Brigade HQ, 29 Jul 05.
- j. CC Regulation 11-2, Management Control, 5 Jun 03.
- k. CC Regulation 700-1, Logistics Management, 2 Jun 03.

2. **Purpose.** To prescribe command policy and procedural guidance for the conduct of the Eastern Region, US Army Cadet Command Organizational Inspection Program (OIP).

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3. **Applicability.** This memorandum is applicable to Headquarters, Eastern Region, US Army Cadet Command; and all subordinate Brigade Headquarters, Senior ROTC Battalions, and Directors of Army Instruction (DAIs).
4. **Concept:** The OIP provides the Region Commander with a comprehensive and coordinated means to assess compliance with regulatory and command policies. The OIP allows for the identification of issues that impact our ability to accomplish our mission. Inspections will seek to identify the root cause of problems, provide timely and efficient resolution, and offer means for preventing future problems through appropriate training and assistance by inspectors. The identification of systemic issues will be of utmost importance as these offer the most persistent and endemic threat to our mission.
5. **General:**
 - a. The OIP consists of Command Inspections, Staff Inspections and Assistance Visits, IG Inspections and School Visits, JROTC Unit Inspections, and the New Battalion Commander Assistance Program. The Command Inspection (CI) is the centerpiece of the Organizational Inspection Program. It consists of Region Command Inspections (RCI) and Brigade Command Inspections (BCI).
 - b. Inspectors will inspect using the inspection principles outlined in AR 1-201. All IG inspections will follow the inspections process outlined in AR 20-1.
 - c. Inspectors will make on-the-spot corrections whenever possible and annotate them in reports as appropriate.
 - d. Inspectors will recognize commendable performance by individuals or unique, creative programs that enhance efficiency and effectiveness and acknowledge such performance in inspection reports.
6. **Command Inspections:** Command Inspections are conducted to evaluate ROTC brigades and battalions, to determine compliance with established policies and procedures, to assess the brigade's and/or battalion's condition and its capability to perform assigned missions, and to provide assistance. At a minimum, the commander of the inspecting headquarters must be present during a portion of the inspection as a participant and must provide the inspected commander an assessment of strengths and weaknesses upon completion of the inspection. There are two types of compliance-oriented inspections employed within Eastern Region: RCIs of brigades; and BCIs of battalions. BCIs of battalions are designed to assist new Professors of Military Science (PMSs) in determining the strengths and weaknesses of their programs. The intent of using inspectors from nearby universities to make up BCI teams is to provide a forum for exchange of effective tactics, techniques, and procedures among peers.
7. **Staff Inspections and Assistance Visits:** The staff conducts staff inspections either because a commander directs them or regulatory requirements necessitate the inspection. They are in addition to and complement command and IG inspections and visits. They will normally focus

on a single function or a few related functions. The intent is to identify both the root cause of the problem area and a remedy within the command's ability.

8. **IG Inspections and School Visits:**

a. IG Inspections: IG inspections are highly focused, specially directed inspections that address functional or systemic problems affecting the majority of the command.

b. IG School Visits: On a triennial basis, a representative from the Region Inspector General's office will visit SROTC battalions to provide cadre an opportunity to meet with an IG, to assess the unit command climate, to determine needs for assistance, and to identify systemic problems throughout the command. If necessary, the IG will verify and evaluate the adequacy of corrective actions taken as the result of previous region-level inspections. Brigades will identify schools to receive these visits and propose dates to the IG NLT 15 August for the upcoming school year. Additionally, the IG will solicit input from the region S2 & S3 in preparing the annual visitation plan. These visits are an integral part of the OIP. Enclosure 1 provides IG visit guidance.

9. **New Battalion Commander Assistance Program:** Eastern Region's New Battalion Commander Assistance Program consists of a BCI conducted during the PMS' first school year. While the results will not be used to measure a new commander's progress since taking command, the PMS is responsible for subsequently correcting deficiencies that can be corrected at the battalion level. The New Battalion Commander's Assistance Program is designed so that new PMSs readily understand their unit's strengths and weaknesses. The brigade commander will identify actual or potential problem areas to the new PMS. At the commander's discretion, the appropriate staff proponents will make personnel available to conduct assistance visits to resolve persistent problem areas. This program is designed to assist PMSs within their first school year.

10. **JROTC Unit Inspection Program:** This program provides for annual evaluation of JROTC units to determine if the schools, cadet corps and instructors meet and maintain standards, and to identify and appropriately reward those that exceed program standards. There are three major categories in the evaluation system: (1) cadet evaluation, (2) school-program evaluation, and (3) Director of Army Instruction (DAI) evaluation. The cadet evaluation is composed of two components as described below. The Annual Unit Evaluation Summary found at the end of the Unit Report form will be used to calculate the overall score.

a. The Unit Report (CC Form 187-D-R) is completed annually by the unit, and forwarded to higher headquarters for final scoring. The Unit Report is worth 400 points and represents data for the applicable school year only. Brigades will provide feedback to units on number of points earned.

b. The Formal Inspection (FI) (CC Form 187-C-R) is conducted every 3 years on an announced schedule developed by the brigade and conducted by teams designated by the brigade commander. Units will receive an outbrief immediately following the inspection.

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(1) The FI is worth 600 points of the evaluation. In years during which no FI is conducted, the last previous score will be used for the annual evaluation. Units that fail (less than 75 percent) will be re-inspected the following year. Brigades will also re-inspect unsatisfactory areas in units that score an overall rating of "Satisfactory" between 450 and 479 points.

(2) An Off-Year Inspection (OI) will be conducted annually on an announced basis during those years when there is no FI conducted. No points are awarded for these inspections. Off-year inspections are the responsibility of the SAI and are made by authorized representatives approved by the brigade commanders. Problem areas noted by the inspection team will be referred to brigades for assistance.

(3) An annual supply inspection will also be completed using CC Form 187-E-R for both units and DAI offices. Units under a DAI will only be inspected in those supply areas not handled by the DAI consolidated supply. This is a Pass/Fail inspection.

c. The School-Program Evaluation system is composed of a checklist (CC Form 187-A-R) with two sections each worth 1,000 points. The school section reviews school support of contractual and regulatory requirements for hosting a JROTC unit. The program section reviews instructor compliance with regulatory requirements and command guidance. Total points will be combined for the overall rating, but the two sections will be viewed separately when determining action to be taken for problem areas. The same 3-year and off-year cycle will apply to this evaluation.

d. DAI evaluation system is composed of a checklist (CC Form 187-B-R) worth a total of 1,000 points. Each DAI must attain a minimum of 800 points to pass.

e. There are separate and distinct rating systems for the each of the three evaluations.

(1) Cadet Evaluation Ratings. Eligible units are those not on probation due to inadequate enrollment or other disqualifying situations. Eligible units that achieve at least a 96 percent on each element of the evaluation will be designated Honor Units with Distinction (HUD). Eligible units attaining at least a 90 percent on each element will be designated Honor Units (HU). Eligible units attaining 80 percent on each element will be designated Merit Units (MU). Eligible units attaining 75 percent on each element will be designated Satisfactory (S). Inspectors will NOT round scores (up or down). Subordinate headquarters are prohibited from disqualifying units for conditions not prescribed in applicable Cadet Command or Army Regulations. Regions will notify units of their evaluation status NLT 15 September of each SY. Units will maintain their HUD, HU or MU status until they receive their next Formal Inspection as long as they maintain the required standard of 96 percent, 90 percent, or 80 percent on the Unit Report. New units will not receive a Formal Inspection until in operation for at least 1 year. Assistance visits may be conducted by USACC personnel at any time.

(2) School-Program Evaluation Ratings. Schools will be awarded a certificate of Distinguished School Support for a combined score of 1,950 points or above; Outstanding School Support, combined score of 1850 points; and Satisfactory for a combined score of 1800.

(3) DAI Evaluation Ratings. Exceptional performance will be recognized as appropriate.

(4) Awards for Excellence. USACC HQ or region commanders may provide other awards or designations for units using the results of this evaluation program.

f. Inspection Calendar and Team. Brigade JROTC Divisions must ensure units are notified at least 30 days prior to a Formal Inspection. SAIs will notify and provide a schedule to brigades for Off-Year Inspections. Team members must be trained in requirements of JROTC units and must be familiar with the inspection program. Their composite expertise must be sufficient to give detailed coverage of all aspects of the program. **Uniformed personnel or retirees and reservists/NG personnel authorized to wear the Army uniform and who meet height-weight standards as described in AR 40-501 or AR 600-9 as applicable will conduct the in-ranks inspection portion of the evaluation.**

11. Policies and Procedures:

a. Region Headquarters will conduct Region Command Inspections (RCI) of brigade headquarters on a biennial basis using CCR 145-8-4. In general, region will schedule these inspections to occur during a newly assigned brigade commander's first school year.

b. Senior ROTC Cadet Battalions and Military Junior Colleges (MJC) will receive a BCI on a triennial basis, using Cadet Command Regulation 145-8-2. This inspection is scheduled to coincide with a new PMS' first school year on campus as discussed in paragraph 9 above. Additionally, each battalion will receive either a staff inspection or assistance visit, IG inspection or school visit, or region commander visit annually in years that the BCI does not occur. Brigade commanders are encouraged to visit each of their schools once every semester, based on their assessment of each program's health. It is especially important for new brigade commanders to visit each of their schools as quickly as it is practical after assuming command, preferably within 90 days. Each Senior ROTC Cadet Battalion Partnership Program will receive a BCI on a triennial basis, using CCR 145-1-2.

c. Inspection and Visit Schedules. Brigades will submit the final list of SROTC battalions and JROTC units identified for inspections and visits with proposed dates of inspections and/or visits to the IG NLT 15 August of each year for the following school year. As part of the semi-annual trends report brigades will submit a list of units actually inspected during the inspection period and the dates of the inspections.

d. Inspection and Visit Reports. Reports of inspections will be prepared and distributed as required. Upon completion of each BCI, the brigade has 14 calendar days to forward an Executive Summary (EXSUM) of the inspection results to the region commander via the region IG. Format for the EXSUM is at Enclosure 2. At a minimum, the inspected unit and appropriate higher headquarters (region and/or brigade) will maintain a file copy of the inspection results and checklists until the next comparable inspection. Brigades are required to document trends observed during inspections and/or visits using the semi-annual trends report (see paragraph 14 d. below) and forward the report to the region IG NLT 15 December and 15 May. Trends are

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defined as observations or deficiencies common in 20 percent or more of the inspected units. The IG will use these reports as a source of data to detect trends across the command and identify systemic problem areas. The trends report format is at Enclosure 3.

12. **Responsibilities:**

a. Region Commander:

(1) Establishes and provides direction regarding the Region OIP.

(2) Visits region schools, generally on a triennial basis or as needed basis to assess the state of the command. Enclosure 4 provides guidance on region commander visits.

(3) Participates in the outbriefing of Region Command Inspections of Brigades, providing guidance and an assessment of unit strengths and weaknesses to the inspected brigade commander. Region headquarters will conduct Region Inspections (RI) of brigade headquarters on a biennial basis using CCR 145-8-4.

b. Region Chief of Staff:

(1) Oversees the implementation of the Region OIP. Ensures inspection team is calibrated. Coordinates and controls the inspection team.

(2) Periodically conducts school visits at the direction of the region commander and as the region commander's representative. At the region commander's discretion, these visits may count as region commander visits for purposes of this OIP.

c. Region Inspector General:

(1) Serves as the region proponent for inspection programs and policy. Establishes the Region OIP at the region commander's direction; acts as the office of primary responsibility for Region OIP execution.

(2) Analyzes data from command and staff inspections to identify systemic problem areas.

(3) Conducts special inspections per AR 20-1 and addresses systemic problems affecting the command.

(4) Provides inspection technique advice to commanders and staff.

(5) Receives command inspection findings and recommends proponentcy and/or responsibility for corrective actions to fix systemic problems identified.

(6) Conducts IG visits to selected schools during the school year; provides commanders appropriate feedback from these visits.

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(7) Receives Bde & Bn reports of corrective action within 60 days after the inspection.

d. Eastern Region Headquarters Division Chiefs:

(1) Furnishes representatives for Region Command Inspection teams of brigade headquarters in accordance with established requirements.

(2) Conduct staff inspections per regulatory requirements or as directed by the commander. As resourcing permits, conduct follow-up inspections to verify corrective actions in areas found to be deficient. To the greatest extent possible, coordinate staff inspections with other components of the OIP.

(3) As scheduled or required, provide representatives from their division to accompany the region commander on his school visits.

(4) Augment and assist with IG inspections upon request.

(5) As needed, review and submit suggested improvements to the checklists in CC Reg 145-8-2 to Cadet Command Staff and Inspector General with copy furnished to Eastern Region IG.

e. Brigade Commanders: Develop and execute a BCI Program IAW this MOI including the following items:

(1) An officer of suitable rank from the brigade headquarters will lead each BCI team that inspects a subordinate battalion.

(2) The BCI Team will consist of staff section counterparts from a university nearby the inspected battalion. The brigade may augment the BCI Team with subject matter experts from the brigade headquarters staff.

(3) The brigade commander will participate in at least part of the BCI and will be present at the outbriefing to provide the inspected PMS an assessment of unit strengths and weaknesses and to provide guidance.

f. BCI Team Chief:

(1) Coordinates all aspects of BCI.

(2) Ensures inspectors receive training materials on inspection techniques if necessary (Enclosure 3 to this MOI is a general guide to conducting inspections).

(3) Leads the BCI Team, conducts initial introductions during the BCI, and facilitates the outbriefing.

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(4) Prepares an EXSUM regarding the inspection for the brigade commander to forward to the region commander, via the region IG, NLT 14 calendar days after the BCI.

(5) Upon completion of each battalion BCI, the brigade has 14 calendar days to forward an EXSUM of the inspection results to the region commander via the region IG. Format for the EXSUM is at Enclosure 2.

g. PMS of unit providing inspectors to the BCI Team, if applicable at the direction of the brigade commander:

(1) Provides inspectors to support the BCI in coordination with the BCI Team Chief guidance.

(2) May attend the BCI to discuss common issues with the inspected PMS.

h. BCI Inspectors:

(1) Be familiar with this MOI and understand general principles of inspecting (refer to AR 1-201 for more information).

(2) Fully execute and annotate required subject area checklists from CCR 145-8-2. Make on-the-spot corrections where possible. Brief your counterpart on your findings prior to the outbriefing (there should be no surprises for your counterpart at the outbriefing).

(3) Share with your counterpart good tactics, techniques, and procedures related to your subject area that have proven effective. Discuss common problems and issues that you deal with in your subject area. Identify common problems to the BCI Team Chief for inclusion in the inspection EXSUM and semi-annual trends report.

i. Inspected PMS: Coordinates BCI details with the BCI Team Chief.

13. Integrity of Inspections:

a. The Eastern Region OIP is a total inspection effort that pulls together command and staff inspections and visits to preclude unnecessary repetition. Each echelon will make every effort to conduct the minimum number of inspections necessary to provide evaluative and corrective functions while having minimal negative impact on training time. Inspections are an integral part of a commander's organizational assessment program and will be incorporated into the training planning process described in FM 7-0 to the maximum extent possible.

b. Annually by 15 August, all inspecting headquarters and staff sections will review scheduled inspections with a view toward combining or canceling inspections and freely sharing inspection results among all staff sections having a legitimate interest in the inspected function.

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15. **Proponent/Suggestions for Improvement:** The proponent of this MOI is the Eastern Region Inspector General (IG). The region IG invites users to send comments and suggested improvements through appropriate channels to Inspector General (ATOE-ZI), Eastern Region, U.S. Army Cadet Command, Fort Knox, KY 40121-5117.

16. **Enclosures:**

- a. Enclosure 1 is a guide to IG school visits.
- b. Enclosure 2 is the BCI Executive Summary (EXSUM) format.
- c. Enclosure 3 is the semi-annual trends report format.
- d. Enclosure 4 is a guide to region commander school visit coordination. Also use this guide for chief of staff visits conducted for the region commander.

17. My point of contact is the Eastern Region Inspector General, LTC Grossi or MAJ Robinson, at (502) 624-5428/7947/2067, or email: elizabeth.grossi@usacc.army.mil or kurt.robinson@usacc.army.mil.

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ROBERT J. FRUSHA
COL, IN
Commanding

MEMORANDUM FOR Commander (ATOE_ZA) Eastern Region, U.S. Army Cadet
Commander, Fort Knox, KY 40121

Subject: Inspector General Visits

1. **Objective:** Inspector General visits are designed to be informal with emphasis toward identifying systemic issues impacting battalions. The objectives of the Inspector General visit are to:

- a. Allow cadets and cadre the opportunity to meet with an IG.
- b. Assess the battalion's command climate.
- c. Identify systemic issues.
- d. Identify innovative solutions to problems at battalion level.
- e. Assess adherence to command guidance and identify innovative approaches to accomplishing the Command's mission and share them across the command.
- f. Receive Inspector General Action Requests (IGARs).
- g. Provide battalions a personal interface with a representative of the Region Commander and HQ staff.
- h. Provide follow-up to previous command inspections.

2. **Responsibilities:**

a. Region Inspector General:

(1) One or more representatives from the Eastern Region IG office conduct visits. The IG conducts an inbrief and oubrief as appropriate.

(2) The Region IG coordinates triennial school visits with Brigade Commanders and publishes a schedule for IG school visits annually NLT 1 September for the coming school year. The IG solicits input from Bde commanders, the Eastern Region staff components, particularly the S2 & S3, and utilizes issues and trends emerging from IGARS to develop the final list of schools to receive IG visits.

b. Brigade Commanders: Coordinate and schedule triennial Inspector General Visits, and provide the Region IG with a proposed the schedule NLT 15 August for the upcoming school year.

c. SROTC Battalion Commanders: Provide the region IG the following information NLT 30 days prior to a scheduled IG visit to their battalion:

(1) A list of systemic issues and brief discussion of problem areas to allow research prior to arrival.

(2) A copy of the Battalion's command briefing.

(3) ROTC training schedule for the week which includes the date of the visit.

(4) A visit itinerary IAW para 3.

3. **Procedures.**

a. The Brigades will submit their list of proposed IG school visits annually NLT 15 August for the following school year. The IG will deconflict the visit schedule with the battalions and publish a final visit schedule annually NLT 1 September. There is correlation between the CI program and IG visits. IG visits generally will not occur during the same school year that the Battalion has a Brigade Command Inspection. The IG may visit any school as necessary without regard to dates of last visits or inspections. Brigade Commanders can request that the IG visit a school regardless of prior programming.

b. The IG will, as a rule, spend the entire day with the battalion. The IG and visited Battalion Commanders will work together to develop a flexible schedule for the visit. There is no set format for an IG visit; however, a "typical" IG visit itinerary might be:

0900: Inbrief with PMS

0930: Meet with groups of cadre members (approximately 30 minutes each).

- University civilians & DA civilians
- Junior NCOs
- Senior NCOs
- Company Grade Officers (USAR/ARNG, COMTek, RA)
- Field Grade Officers (USAR/ARNG, COMTek, RA)

1200: Lunch/IPR. Tour campus and ROTC facilities.

1300: Sensing Session with MSIIIs.

1400: Sensing Session with MSIVs.

1500: Meet with individual cadre, as needed/IPR.

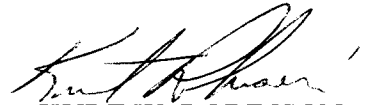
1600: PMS Outbriefing.

1630: Depart for next location.

c. General Guidelines. The only rule is that there is no set format for the IGs visits. Activities and schedules will depend on the current situation. Battalion Commanders should keep in mind that the IG is there primarily to identify systemic problems and

assess cadet and cadre morale. Issues beyond the realm of Eastern Region will be forwarded to the appropriate higher headquarters for resolution and feedback will be provided to Brigade and Battalion commanders.

4. POC is the undersigned at (502) 624-7947, and email at kurt.robinson@usacc.army.mil.



KURT W. ROBINSON
MAJ, QM
INSPECTOR GENERAL

Office Symbol

Date

MEMORANDUM THRU Inspector General (ATOE-ZI), Eastern Region, U.S. Army Cadet Command, Fort Knox, KY 40121

FOR Commander (ATOE-ZA), Eastern Region, U.S. Army Cadet Command, Fort Knox, KY 40121

SUBJECT: BCI EXSUM: *University Name, Inspection Date*

1. The # Brigade Command Inspection Team with *BCI Team Chief's Name* serving as Team Chief conducted a Brigade Command Inspection (BCI) of *University Name* (PMS: *PMS' Name*) on *Inspection Date* IAW the Eastern Region OIP MOI. Inspectors were from *Name of Inspecting University*. The Brigade Commander *did/did not* participate and receive the BCI outbrief (*if not, explain*).

2. The overall result of the inspection was *satisfactory/unsatisfactory*.

3. BCI Team Inspectors identified the following deficiencies: (*if any, if not, No Deficiencies Noted (NDN).*)

a. *List deficiencies identified on Inspection Checklists, reason for the deficiency, the root cause of deficiency (refer to the Eastern Region Inspections Guide for root causes), and corrective action taken/to be taken by what date.*

b. *Example: The Battalion does not have a safety NCO appointed IAW CCR 350-10 because their former safety NCO recently PCSed without backfill and the Commander failed to appoint a replacement (root cause: Forgot). Commander appointed a new safety NCO and signed appointment orders prior to the end of the BCI on 29 Feb 03.*

4. The BCI Team identified the following individuals for laudatory comments: (*if any, if not, None.*)

a. *List the individuals identified, if any, their position, and the area or act for commendation.*

b. *Example: SGT John Jones, Supply NCO, for developing procedures that simplify cadet supply accountability. The Brigade Commander directed that all supply rooms across the Brigade use these new procedures.*

5. The BCI Team identified the following systemic issues: (*if any, if not, None.*)

a. *List and describe systemic issues identified.*

b. *Example: In discussions between the Admin NCO and her inspecting counterpart, they both noted that CCIMS does not update certain personnel fields automatically in all reports and that can affect cadet pay for SMP cadets.*

6. BCI Team Chief Comments: *(if any – include any suggested improvements to the checklists in this paragraph.)*

7. Brigade Commander's Comments:

8. POC is *BCI Team Chief* at *telephone number*.

*BRIGADE COMMANDER
COL, IN
Commanding*

OFFICE SYMBOL

Date

MEMORANDUM FOR Commander (ATOE-ZA), Eastern Region, U.S. Army Cadet Command,
Fort Knox, KY 40121

SUBJECT: __ Brigade OIP Systemic Issues and Trends Report, *Fall/Spring YEAR*

1. *Summary paragraph.*
2. *Significant Issues to the program/commander.*
3. The information below is based on observations provided by a specific staff member of our headquarters, or from one or more of our battalions:
 - a. SROTC Trends:
 - (1) *Trend.*
 - (2) *Trend.*
 - b. JROTC Trends:
 - (1) *Trend.*
 - (2) *Trend.*
4. Commander's Areas of Special Interest:
 - (1) *Commanders Areas of Special Interest Issue 1.*
 - (2) *Commanders Areas of Special Interest Issue 2.*
5. Checklist issues: *Provide any comments on checklist shortcomings.*
6. POC is the undersigned. You may reach me at *PHONE NUMBER* or via email at *EMAIL ADDRESS.*

SIGNATURE BLOCK



DEPARTMENT OF THE ARMY
HEADQUARTERS, EASTERN REGION
UNITED STATES ARMY CADET COMMAND
BUILDING 1468, 328 THIRD AVENUE
FORT KNOX, KY 40121-5117

REPLY TO
ATTENTION OF:

ATOE-ZA

6 September 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Region Commander's Visits (SY 2005-2006)

1. PURPOSE: The purpose of this memorandum is to provide guidance for planning and coordination of visits by the Commander, Eastern Region, accompanied by the Command Sergeant Major, Eastern Region, to universities and colleges in Eastern Region.
2. INTENT: My intent is to attend all Brigade Conferences or other similar settings annually, where all PMSs are assembled. I will travel to individual schools based on need (aspect of something positive or negative needing attention), or as requested by the brigade commander or PMS.
3. CONCEPT:
 - a. My visits will begin on/about 0900 and end when necessary. I can begin earlier but it depends on PT and travel time required. Normally, I will travel during the middle of the week (usually Tuesday-Thursday). There is no "standard" agenda for visiting battalions, but there are **four** specific areas I would like addressed during each visit (they are listed below). The PMS will recommend an itinerary based upon my arrival and departure times (to be coordinated with my secretary) and submit the itinerary for my approval. The recommended itinerary will be submitted to my secretary at least 7 days prior to the stated visit for approval or modification.
 - b. Activities to see or visit are listed in priority:
 - (1) **BCFS review of all contracted cadets, by Mission Set**, and the specific recruiting plan that deals with the blitz year. (I want to know the details of how you're going to make Contract mission; or if you can't, what resources you need in order to make it.)
 - (2) **Battalion Overview/Staff Training Briefing/Tour Facilities**. I'm most interested in hearing/seeing the specifics of the PMS's game plan for executing all mission requirements associated with recruiting (scholar, athlete, leader), retaining, developing and commissioning future Army leaders. This is usually a one-over-the-world briefing that outlines the specifics of your program, demographics, university support, etc.

(3) **Cadet Forum (about 1 hour)**. I don't want cadets to miss any academic classes to participate in any part of my visit. I am interested in seeing MS IIIs or IVs, or MS Is and IIs. I don't care which, but prefer to lean toward advanced course cadets, and do not want groups joined except for Is and IIs. Whatever the group, it should be based on availability, and is not mandatory. If basic and advanced course cadets are available, and if the CSM is traveling with me, then a group can meet with me and a different group with the CSM.

(4) **Sensing Session with Cadre**. This can be as a whole or individually, but is usually accommodated during a working lunch.

c. Other activities to do or to visit, if time permits (not in priority):

(1) Office Call w/University Official(s) (not required). This should be done only if there's a specific reason to do so with an intended goal. Grip and grins are a waste of time. If I can help you, however, use me.

(2) Visit to JROTC--if accessible and necessary.

(3) Office call w/TAG.

(4) University functions in which showing the "flag" would help promote ROTC.

4. GENERAL GUIDELINES:

a. My battle rhythm is usually PT, visit, working lunch, visit completion, movement and email.

b. The uniform for the visit is whatever uniform you're in, and is desired.

c. Do not commit me to social engagements without obtaining prior acceptance (through my secretary), to include interviews by university officials. I prefer to do a working lunch during my visit at the battalion, if needed, but a formal luncheon or dinner is not desired. I cannot accept any gratuity from universities or school officials; this includes luncheons, game tickets, etc.

d. Normally, I will travel via military aircraft, commercial air and rental car, or government vehicle. The PMS should coordinate with my secretary reference the location of the nearest airport that can accommodate the military aircraft. The PMS or his/her representative should meet me at the airfield and transport me to the university and/or lodging, and should escort me back to the airfield for my departure, or on to the next visit site, as appropriate. The Region CSM and one or two other members of the region staff may accompany me on school visits. The Senior NCO at each battalion being visited

should coordinate with the Region CSM reference his itinerary for the visit. If staff members accompany me, they will coordinate with the battalion reference their visit.

e. Pilots will make their own billeting arrangements (if they remain overnight). Accommodations convenient to the airport are not necessarily convenient to the university/PMS. In the event the pilots do remain overnight, the battalion may be asked to provide a government vehicle for the pilots' use during their stay. (This rarely occurs, and my secretary will contact the battalion if the need arises.)

f. In instances where air transportation is not practical between battalions, the PMS will be asked to transport me via government vehicle to his/her university. Distances should not normally exceed 1 hour in travel time.

5. RESPONSIBILITIES:

a. **Commander's Secretary:** Will make all arrangements for milair or commercial travel and will publish the final approved itinerary after coordination of the itinerary with the PMS.

b. **Region Staff:**

(1) Will provide their input for the trip book to my secretary **NLT 7 days** prior to the visit.

(2) Is at liberty to join me on these visits if it supports their particular staff area of supervision (notify my secretary if you wish to accompany me on any of the visits).

c. **Brigade Commanders:**

(1) Will coordinate and arrange the major aspects of my visits, obtain proposed itineraries from battalions, and submit them to my secretary for approval by me **NLT 7 days** out (or as soon as possible based on receipt of my travel schedule).

(2) Need not be present during the visit; however, they may attend if, in their estimation, the situation warrants.

(3) Will prepare any fact sheets on situations they believe warrant my attention or advisement.

d. **PMSs:**

(1) Will host me as directed by their brigade commander and as approved by me.

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SUBJECT: Region Commander's Visits (SY 2005-2006)

(2) Will make all overnight billeting arrangements and necessary accommodations. My CSM and I each require a single room (non-smoking) with reasonable rates (within allotted TDY lodging rates for that area). The hotel should have exercise facilities or an area near it conducive to running. Do not consider discount motels, such as Motel 6, etc. Names and titles of those accompanying me will be coordinated by my secretary with the PMS so you can make appropriate lodging arrangements for them as well. Name of hotel, telephone number, room rate, and confirmation number(s) for all those visiting will be provided to my secretary.

(3) No later than **15 days** prior to the trip, will coordinate with my secretary reference the name and location of the airfield nearest your battalion (there is a requirement to submit military air requests **NLT 2 weeks** prior to date support is requested; therefore, all pertinent information is needed in sufficient time to adhere to this directive).

(4) Will forward the draft itinerary to my secretary **NLT 7 days** prior to my visit.

(5) Will forward briefing slides to my secretary **NLT 3 days** prior to my visit for inclusion in my trip book. These should be sent via email: (**Patricia.Klockow@usacc.army.mil**).

(6) Will forward biographical data on university officials/other dignitaries I will meet during the school visit. This data should be sent to my secretary at region headquarters **NLT 3 days** prior to the visit and can be emailed or faxed (email address and fax number in previous paragraph).

e. Three days prior to travel day, my secretary will finalize the itinerary, and submit the finalized trip book to me.

6. My point of contact in my office is:

Patti Klockow, Telephone (502) 624-1042/1446

Fax (502-624-3296)

E-mail: Patricia.Klockow@usacc.army.mil.

///Original Signed///
ROBERT J. FRUSHA
COL, IN
Commanding

DISTRIBUTION:
Brigade Commanders
PMSs

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